

DOCUMENT RESUME

ED 276 079

CS 505 420

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TITLE The Managerial Communicator: Relationships between Managerial Communication Characteristics and Content.
PUB DATE May 86
NOTE 36p.; Paper presented at the Annual Meeting of the International Communication Association (36th, Chicago, IL, May 22-26, 1986).
PUB TYPE Reports - Research/Technical (143) -- Speeches/Conference Papers (150)
EDRS PRICE MF01/PC02 Plus Postage.
DESCRIPTORS Administrator Characteristics; *Administrators; *Communication Research; Employer Employee Relationship; Models; Organizational Communication
IDENTIFIERS Communicator Style; *Management Styles; *Managerial Communication

ABSTRACT

A study combined direct observation with self-report measures in examining both communication characteristics and functional activities of managers to identify how managers really communicate. Subjects were 120 supervisors from a financial institution, a state agency, a medium-sized manufacturing plant, a campus police department, and the Navy and Army ROTC units of a university. Observation was conducted by participant observers and by graduate students in management. The Leadership Observation System (LOS) instrument was used for observation, and subjects completed the Communication Behavior Questionnaire (CBQ). Results revealed two significant canonical correlations that indicate a two-dimensional managerial communicator model. The first dimension represents a continuum from "humanistic interactor," interacting more frequently both upward and downward and exhibiting more staffing, training and developing activities, compared to "Mechanistic Isolates," who communicate very little but frequently engage in conflict management. The second dimension reveals a continuum from "informal developer," communicating more spontaneously and involved in developing of personnel, in contrast to a "formal controller," who monitors and controls subordinates using more scheduled communication interaction. Tables of data are included as well as a figure illustrating the model and an eight-page reference list. (HTH)

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THE MANAGERIAL COMMUNICATOR:

Relationships Between Managerial Communication Characteristics and Content

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Paper presented at the International Communication Association
Convention in May, 1986 at Chicago.

For a more management oriented version of this paper see Luthans,
F., & Larsen, J. K. (1986). How managers really communicate.
Human Relations, 39 (2).

CS505420

THE MANAGERIAL COMMUNICATOR:

Relationships Between Managerial Communication Characteristics and Content

Abstract

In contrast to other managerial behavior studies, this investigation combined direct observation with self-report measures in examining both communication characteristics and functional activities of managers in an effort to identify how managers really communicate. Examination of the nature and extent of relationships between communication behavior and managerial functions revealed two significant canonical correlations that indicate a two-dimensional managerial communicator model. The first dimension represents a continuum from "Humanistic Interactor", interacting more frequently both upward and downward and exhibiting more staffing, training and developing activities, compared to "Mechanistic Isolates", who communicate very little but frequently engage in conflict management. The second relationship reveals a continuum from "Informal Developer", communicating more spontaneously and involved in developing of personnel, contrasted to a "Formal Controller", who monitors and controls subordinates using more scheduled communication interaction.

The Managerial Communicator:
Relationships Between Managerial
Communication Characteristics and Content

INTRODUCTION

"The ability to communicate is a managerial necessity...Good managers are good communicators, poor managers are most often poor communicators" (Hammaker and Rader, 1977, p. 89). The importance of communication in managerial activity has been recognized by researcher and practioners alike. Yet dispite its significance the basic quion of how managers really communicate has not been sufficiently answered.

Communication in managerial activity has been investigated by several. For example, early researchers such as Woodward (1932), Timmons (1940) and Hicks (1955) identified communication as a primary activity of managers at all levels with interpersonal and group communication contexts occupying the majority of communication activity. Several studies have investigated the amount of time managers typically spend communicating and estimates range from sixty to eighty percent with the majority of communication occurring face-to-face (Ulrich, Boaz and Lawrence, 1970; Burns, 1954; Stogdill and Shartle, 1955; Lee and Lee, 1956; Goetzinger and Valentine, 1964). Bennet (1971) reported, from a survey of fifty-eight American executives in large corporations, that two-thirds believed communication had played a major part in their professional advancement. Pearse (1977) reported the second major cause of managerial career failure to be lack of adequate communicative and other interpersonal skills.

Investigation of how managers manage can best be divided into two areas,

which Mintzberg (1973) labeled "characteristics" and "content" studies. Characteristics studies investigate how managers spend their time, with the majority of data having been gained through self-reported surveys, with the majority of communications studies being of this nature. Content studies have examined functions managerial activity has served, but most of these studies have been qualitative in nature with such small populations that generalizability is questionable. The purpose of this investigation is to examine both managerial communication characteristics and managerial content, identifying the nature and extent of their relationship, using multi-methods of data collection on a large enough population to enable generalization.

Managerial Communication Characteristics

Studies of managerial communication "characteristics" have looked at communication channels, time allotments, initiation of contact, communication frequency and communication contexts. Roth (1963) analyzed communication characteristics of supervisors in a customer-service laboratory at DuPont and found that fifty-three percent of their time was occupied by meetings, fifteen percent in writing and reading, with nine percent on the telephone. Homer's (1976) survey of business graduates supported these findings. Dubin and Spray (1964) examined eight executives and found that managers initiated more communication with subordinates than they received, but initiation of communication between peers was approximately equal, while communication with subordinates was significantly more frequent than communication with superiors. Erickson, Cheatham and Haggard (1976) studied communication activity of police officers and

reported communication occupied seventy-two percent of their daily activity with sixty percent of their communication taking place with people outside their organization. Wyllie (1980) conducted a survey of almost a hundred companies and found that eighty percent of their executives were involved with job interviews, seventy-five percent with seminar discussions, seventy-six percent with oral reports, seventy-eight percent with oral instructions to subordinates and seventy-five percent spoke to clients.

Communication behavior of executives have been predominantly investigated via self-report measures either through questionnaire or diary procedures, while only a very few have involved direct observation and only two have combined observation with self-report methods, neither study focusing on managers. The Case Institute of Technology (1958) combined self-observation and observation by others to identify how 1500 chemists in forty-two different companies spent their time. They found that half was spent in communication and about a fourth working with equipment. Klemmer and Snyder (1972) examined the communication in a research development laboratory. Their direct observation involved randomly observing employees in hallways and work areas. They found that, when self-reports were compared to direct observation, people underestimated time spent communicating and overestimated time reading and writing. This suggests that conclusions based solely on self-reported data may be biased or incomplete.

Communication characteristics studies have also identified communication skills believed important to success in management such as group facilitation, interviewing, problem solving, public relations,

listening, persuasion, motivation, conflict resolution, public speaking, and relationship building (i.e. Lockwood and Boatmen, 1974; Di Salvo, Larsen and Seiler, 1976; Adler, 1983; Wyllie, 1980; Clark, 1968). Skills studies, predominantly based on large population surveys, indicate important functions communication serves but have never been verified by direct observation.

Managerial Content

The second major area of investigation regarding managerial activity examines the "content" activity or functions managers serve in the organization. These studies have sought to identify what managers do in an effort to discover what successful managers should do.

Early writings regarding managerial activity, either descriptive or prescriptive, were predominantly based on "common sense" or "folklore" about how it was believed managers functioned. Later, research based on self-report data gained via questionnaires, interviews or diaries were the major sources of information. For example, Carlson (1951) developed the diary method, where nine Swedish directors recorded their activity. Later, Underwood (1963) reported a detailed log of his own activities as hospital director. Hinrichs (1964) used a pocket alarm method having chemists and chemical engineers record their behavior. However, Rosemary Stewart's (1967) work identifying managerial jobs based on the diaries of one hundred and sixty senior and middle managers in Britain is probably the most widely known. Her work indicated major weaknesses in the "common sense" approach, as reported managerial activities did not well match the folklore.

When qualitative, case-study investigations based on direct observation

of practicing managers in their natural setting were conducted the results indicated even greater discrepancies. It became obvious that self-report data alone was not presenting an accurate picture. Sayers (1964) used an observational method he called "anthropological" when studying the work content of middle and lower managers in a U.S. corporation observing whatever he found important, while Hodgson, Levinson and Zalesnik (1965) observed three hospital administrators. Several other qualitative studies using the observational method have been summarized by McCall, Morrison and Hannan (1978). Perhaps most notable among these studies is the work of Mintzberg (1973, 1975) who directly observed five chief executives over five days each and identified ten managerial roles he believed could be found in all managerial jobs (i.e. leader, liaison, spokesperson). While Kurke and Aldrich (1979) supported his findings, others (Snyder and Glueck, 1980; Snyder and Wheelen, 1981; and Alexander, 1979) have not. Nor have studies attempting factor analysis of questionnaires based on these roles verified his position. (McCall and Segrist, 1980; Morse and Wagner, 1978) More recently Kotter (1982) studied the managerial behavior of fifteen top executives using multiple methods of observation, questionnaire, interview and archival data. His findings revealed that managers were engaged in considerable activity that traditionally has been ignored, such as joking and networking. These findings further illustrate that current pictures of managerial activity are far from complete.

PURPOSE OF THE STUDY

The limitations of previous investigation into managerial activity have been in three areas. First, the majority of research has been conducted via

a single method of data collection, specifically self-report data which has been found underestimated, incomplete or biased. Second, observational studies have been qualitative in nature, with such small sample sizes that generalizability has been extremely limited. And third, no study has investigated the content of managerial activity as related to the communication behavior of managers using multiple methods of data collection with populations large enough to allow statistical analysis. As the majority of managerial activity has been found to be communication, investigation of how a manager communicates as related to how s/he functions seems not only a valid but necessary concern. Therefore, this study was undertaken to examine the nature and extent of relationships between managerial communication behavior and functional activity. Further, to increase validity and generalizability, this investigation utilized multiple methods of data collection on a large population.

METHODOLOGY

This study utilized five organizations that were by design diverse: a fairly large financial institution, a state agency, a medium-sized manufacturing plant, a campus police department, and the Navy and Army ROTC units of a university. All those with supervisory responsibilities (from the president down to first-line supervision) in the financial institution (N=52), campus police (N=16), and professional staff in the ROTC units (N=15) and supervisors/managers (usually within the same department) in selected operational departments of the state agency (N=18) and manufacturing plant (N=19) for a total population of N=120. The manager/supervisors typically had been with their respective organizations

six to ten years and in their present positions one to five years. Almost all of them fell in the twenty-six to fifty-five age range and a great majority had a college education. Their jobs covered the whole range of functions found in their respective organizations.

Data Collection and Analysis

Two methods of data collection were used. First direct observation was used to record the managerial "content" activities of the subjects in their natural work setting. Observation was conducted by participant observers (N=88, secretarial or staff assistants) selected jointly by the researchers and the personnel managers of the respective organizations (or the designated project officers in the case of the campus police and ROTC units). Selection was based on maximum visual and audible contact with the target and on having a good understanding of the functions, terminology, and nature of the work performed. The subject's approval was secured in all cases. Except for the training they received, these observers had no knowledge of the purpose of the study.

Eight outside observers were also used, all of whom were graduate students in management and had a very general idea of the objectives and procedures of the study. They also received observation training and were used for reliability checks.

The instrument used for direct observation of managerial content activity was the Leadership Observation System (LOS) which employs a nominal measuring format and consists of twelve categories: planning/coordinating, staffing, training/developing, decision making/problem solving, processing paperwork, exchanging routine information, monitoring/controlling

performance, motivating/reinforcing, disciplining/punishing, interacting with others, managing conflict, and socializing/politicking. For a copy and a more detailed explanation of the development of this instrument and reliability and validity measures see Luthans and Lockwood (1984) and Luthans, Lockwood and Conti (1981).

The LOS data were collected on the subjects eighty times by the participant observers over a two-week period at random ten-minute periods each working hour. This represented a total of 9,600 possible observation periods when the LOS instrument was filled out. In addition, all participant observers completed a short follow-up questionnaire at the conclusion of their two-week observational period to assess the extent to which they believed observed behaviors were representative of normal behavior patterns exhibited by the targets. Results indicated that all observed behavior categories on the LOS, on average, were typical to a considerable or very great extent.

For the reliability analysis, the trained outside observers, using a time-sampling technique, randomly appeared unannounced, and independently but simultaneously with the participant observers recorded on the LOS sheets the observed behaviors of the target. A total of 253 such simultaneous, independent observations took place with each participant observer having at least two such checks. Interrater reliability analysis was 93.5% agreement between the participant observers and the outside observers in this study ($P > .001$).

Communication behavior "characteristics" of the subjects were collected via a study-specific, self-report instrument, the Communication Behavior

Questionnaire (CBQ). This measure combined aspects of the ICA Audit, Sussman and Krivonos's (1979) communication questionnaire, and additional questions as indicated by relevant literature. This instrument consisted of forty-eight items divided into five sections. Eleven identical questions were asked in each of the first four sections. These sections were: (1) communication you initiate with your subordinates, (2) communication your subordinates initiate with you, (3) communication you initiate with your superior, and (4) communication your superior initiates with you. The questions inquired into communication frequency, percentages of channel usage (i.e. telephone, face-to-face, meetings, schedule or unscheduled interaction), and length of communication interactions. The fifth section consisted of four questions identifying the overall percentages of time spent communicating with subordinates, supervisors, others internal to the organization, and external others. (For a copy of this instrument contact the authors.) Approximately four weeks prior to the collection of the LOS data, all target managers completed, among other instruments, the CBQ on site in the respective organizations under supervision and instruction. The four-week time lag between the questionnaire data collection and observational data collection was used to minimize contamination effects.

Data analysis first consisted of compiling the vast amount of data for the LOS and the CBQ for each of the subjects. Then results of the LOS and the CBQ were canonically correlated to determine if significant relationships existed between the twelve categories in the LOS and the forty-eight questions in the CBQ. (For a further explanation of canonical correlational analysis see Levine, 1977; or Tucker and Chase, 1980)

RESULTS

Communication Characteristics

Results of the CBQ revealed several major findings regarding managerial communication behavior. First, section five of the CBQ, indicated the total Communication distribution for the managers (see Table 1). Almost half of managerial communication was with subordinates. Slightly less than one-fourth of their communication was with others external to the organization, and less than one-fifth of their communication was with others within their organization such as peers. They communicated least, approximately 15%, with their superiors.

Insert Table 1 about here

Specific communication behaviors dependent on initiation were revealed in the analysis of the remaining four sections of the CBQ (see Table 2). Approximately one hundred interactions per week occurred between managers and their subordinates while only approximately thirty interactions took place between managers and their superiors. While there was far more communication downward (between managers and their subordinates) than upward (between managers and their superiors) there were no specific differences determined by initiation of interaction. Over three-fourths of communication was face-to-face, regardless of direction or initiation. Interestingly, upward communication lasted almost twice as long as did downward communication. Additionally, over 32% of communication with superiors took place in meetings, with 20% initiated by the superior. 10%

less communication took place in meetings with subordinates, with managers initiating the majority. These meetings lasted about half an hour, but only half that long if initiated by subordinates. There was little scheduled interaction of any kind, but more scheduled meetings than any other scheduled communication regardless of direction or initiation with almost twice as many scheduled appointments with supervisors than with subordinates. Only slightly over 10% of interaction occurred over the telephone and the calls lasted approximately two to three minutes with a few scheduled calls to subordinates but none with superiors. Finally, managers averaged approximately three memos per week from superiors and between themselves and their subordinates, but averaged one memo less per week from managers to their superiors.

Insert Table 2 about here

Managerial Content

Managerial content functions were revealed by results of direct observation using the LOS (see Table 3). Approximately 20% of managerial activity involved exchanging routine information, while processing paperwork took up an additional 16%. Therefore, over one-third of managerial activity was consumed in routine, maintenance functions. 11% of their activity involved decision making and problem solving. One-tenth of managerial activity served planning/ coordinating functions, and an additional tenth involved socializing/politicking. 9% of managerial activity was devoted to interacting with outsiders, and only approximately 7% to

monitoring/controlling behavior. 5% or less was spent in each of the following: motivating/reinforcing, staffing, training/developing, disciplining/punishing, and managing conflict.

Insert Table 3 about here

Canonical Correlation Analysis

Results of the canonical correlations revealed the nature and extent of the relationships between managerial communication behavior and managerial content functions. The canonical correlations resulted in two statistically significant canonical variates ($P > .01$). An examination of these variates revealed several strong and interesting relationships between communication behavior and how managers functioned day-to-day in their organizations (see Table 4). The results indicated a two-dimensional model of how communication is used in conjunction with managerial functions.

Insert table 4 about here

The strongest canonical root ($r = .999$) represented several relationships between communication behavior, based on the CBQ, and managerial functions, revealed in the LOS, as several communication behaviors and managerial activities correlated with this variate. The percentage of communication devoted to interaction with superiors was the primary correlation in variate I. Frequency of written communication upward and downward had a strong negative relationship to this variate. Further, length of interaction

face-to-face, when subordinate initiated, negatively loaded into this factor. Also negatively correlated were percentages of communication interaction that occurred in meetings requested by subordinates and in meetings with superiors requested by the subjects. Additional communication behaviors that were negatively correlated to lesser degrees included the average length of interaction managers initiated downward, the percentage of scheduled appointments requested by subordinates, the length of exchanges when managers sought communication with their superiors, and the percentage of scheduled calls received from superiors. Interestingly, the percentage of overall communication received from superiors via the phone positively correlated to the first canonical variate, as did the amount of communication downward from managers that took place face-to-face.

Of the twelve managerial content variables, four strongly correlated with the first variate. The amount of staffing plus training/developing of personnel had strong negative relationships with monitoring/controlling performance negatively correlated to a lesser degree. Managing conflict had a positive relationship in this instance.

The nature of the relationships between the communication behaviors and the managerial functions in variate I. indicated a "Humanistic Interactor/Mechanistic Isolate" continuum from managers who communicated frequently and exhibited more staffing and training/developing activities compared to those who communicated very little both upward and downward but more frequently engaged in managing conflict.

The second canonical root ($r=989$) revealed additional relationships between how managers communicated and functioned. Communication behaviors

that correlated positively with this canonical variate included the average length of interaction face-to-face managers initiated upward and downward, and the amount of scheduled appointments between managers and their subordinates, regardless of initiation. Also, the percentage of interaction between managers and subordinates and superior initiated interaction spent in meetings correlated positively, though with less strength, as did the frequency of communication with superiors either upward or downward. The percentage of calls from superiors that were scheduled was the only negatively related variable.

There were four managerial activities that had strong correlations to the second canonical variate. The frequency of monitoring/controlling performance most strongly correlated to this variate. Managing conflict also showed a positive relationship, though to a lesser degree. Training and developing of personnel showed the strongest negative relationship in this instance, while processing paperwork also negatively related.

The relationships shown in correlation with variate II. suggested an "Informal Developer/Formal Controller" continuum. This variable appeared to represent a range from managers who communicated more spontaneously and performed more training and developing activities compared to managers who enacted more scheduled communication one-to-one and in groups which served monitoring, controlling and conflict managing functions.

CONCLUSIONS

Results of this investigation provide support for the important role communication plays in management and identifies communication patterns of

managers. Further, a two dimensional communication profile of managers is revealed which indicates the communication characteristics and functions communication serves in managerial daily activity.

Conclusions of this study regarding communication characteristics of managers, based on results from the CBQ, agree with previous investigations.

The majority of communication in organizations is between managers and their subordinates. Next managers tend to communicate more with others outside their organizations than they do with peers, employees outside their supervision, or superiors. This supports Kotter's (1982) findings that successful managers frequently interact with external others. In fact, the least amount of interaction is between managers and their superiors. This may be due to the structure of organizations where managers supervise more people than supervise them. Perhaps, however, this pattern is indicative of classical organizational practices. Additionally, the majority of communication in organizations occurs face-to-face, and is the most effective interactional channel as it facilitates two-way communication and includes nonverbal message perception (Johnson, 1977, pp. 103-104). Written communication occupies only a small portion of the total communication activity. Further, most communication interaction takes place spontaneously, both upward and downward, with meetings occupying the majority of scheduled interaction. Meetings are predominantly called by superiors and serve downward communication processes. In addition, managers tend to communicate more spontaneously with subordinates than superiors but communicate more briefly per interaction with subordinates than superiors as well.

Results of the LOS identify how managers function in their daily activity and go beyond the qualitative studies currently in the field. Mintzberg (1973 and 1975) identified ten roles all managers play in their organizations, but did not articulate the amount of activity devoted to each role. This study, in general, supports Mintzberg's conclusions not only identifying the type of activities in which managers are engaged but also quantifies those activities. Results reveal that over a third of managerial activity is consumed in routine work which serves organizing and maintenance functions. These involve answering routine procedural questions, conveying results of meetings, receiving and disseminating requested information, and writing and reading reports. Less managerial activity involves handling crises when they arise, defining problems and actually making decisions. Only approximately 10% of managerial activity involves setting goals and objectives, defining tasks to accomplish goals and coordinating activities of subordinates. Results of this study indicate that managerial activity involves approximately as much socializing and politicking with members internal as well as external to the organizations as it involves decision making and planning. These results agree with the recent surge in management to focus on power and politics in organizational life, and specifically agree with the findings of Kotter (1982) who reported the high frequency of joking and networking behavior of managers. Slightly less time is spent monitoring behavior, inspecting work, and checking things out to see how the organization is actually operating. Motivating employees through positive feedback, conveying appreciation, asking for input or simply listening consumes less than 5% of managerial activity. Further,

little activity involves training employees, clarifying roles, coaching, mentoring or helping them with personal career plans. The development of organizational human resources is not a primary activity of managers, nor are staffing concerns such as applicant review. Managing interpersonal conflict and disciplining subordinates or enforcing policies are the least frequent functions performed by managers in day-to-day activity. While managerial activity is typically divided into these proportions, they are not necessarily the most successful. Luthans, et al. (in press) found that "successful managers", both defined by current rank and by age in rank, exhibit considerably more behaviors classified as managing conflict, interacting with outsiders, and socializing and politicking than unsuccessful managers.

Communication has been established as the single major behavior in which managers engage and is the process by which managers manage. Results of the LOS suggest that the major content functions served by communication in organizations are (in descending order of occurrence) those of exchanging routine information, decision making and problem solving, planning and coordinating organizational activity, and socializing and politicking. This is in direct support of organizational communication literature. (i. e. Hawkins and Preston, 1981; Bradley and Baird, 1980).

Canonical correlation analysis of the sets of variables in the CBQ and LOS revealed two major relationship patterns between communication behavior and managerial functions. These relationships indicate a two-dimensional managerial communicator model of how managers really communicate (see Figure 1).

Insert Figure 1 about here

The relationship between communication behavior and managerial functions in the first canonical variate suggests a "Humanistic Interactor/Mechanistic Isolate" continuum. The "Humanistic Interactor" end of this continuum represents profiles of managers who communicate more frequently and for longer durations with members internal as well as external to the organization particularly communicating much more with superiors than managers falling on the other end of this continuum. These managers also communicate more through memos but make less utilization of the telephone than their counterparts. These managers appear more approachable as subordinates and superiors initiate significantly more meetings and subordinates request more appointments with humanistic interactors than with those managers labeled as mechanistic isolates. In addition, managers falling closer to the humanistic interactor end of this dimension perform more staffing and developing of subordinates while engaging in less monitoring and controlling of subordinate performance than other managers. The "Mechanistic Isolate" represents managers who communicate very little either upward or downward in any form compared to other managers, especially communicating infrequently with their superiors, telephoning more but writing fewer memos than humanistic interactors. Face-to-face communication is generally more brief with subordinates and superiors who initiate significantly fewer meetings with these managers, and subordinates request fewer appointments. These managers function much less

in staffing and developing as well as less monitoring and controlling subordinate performance than humanistic interactants but engage in more conflict management. Perhaps the lack of communication with others in the organization effects the amount of conflict to be managed.

The second dimension of managerial communication suggested by variate II. represents an "Informal Developer/Formal Controller" continuum. The "Informal Developer" represents managers who orient employees, clarify roles, coach, mentor and help subordinates with career development plans by communicating spontaneously with subordinates and superiors through brief face-to-face interaction more than managers at the other end of this continuum. Further, these managers engage in less controlling and monitoring behavior with less conflict management activity than their counterparts. In contrast, the "Formal Controller" represents than are opposite. These managers would have longer face-to-face interaction when they initiate communication, and communicate more frequently with superiors than the informal developers. Formal controllers have more formal interactions with more scheduled appointments that they initiate with subordinates and also that subordinates initiate with them plus more communication occuring in meetings. This communication appears to serve more controlling, monitoring and conflict management functions than informal developers.

This study by necessity contains several limitations which suggest areas of further research. Investigation into the effects of managerial level on communication characteristics and managerial activity were not included and appear warranted. What results may be industry dependent are yet unknown as

this study included but five diverse organizations. Also, the effects of organizational structure and managerial level have not been quantified. Finally, the managerial communicator model indicated by this investigation should be tested. These areas indicate avenues of research important if we are to advance further in our knowledge about how managers really communicate in order to know how managers really should communicate.

Table 1
Managerial Communication Characteristics
Total Communication Distribution

Communication with	Means
External Others	23.6%
Subordinates	45.4%
Superiors	14.6%
Internal Others (e. g. peers)	17.6%

Table 2
 Managerial Communication Characteristics Per Week
 Mean Frequencies and Percentages
 By Communication Initiation

Characteristics	To	From	To	From
	Sub.	Sub.	Sup.	Sup.
Frequency of communication	48.7	50.6	17.7	13.9
Face-to-face	83.4%	81.1%	82.4%	76.9%
Ave. minutes of interaction	6.9	6.9	11.6	11.1
Scheduled appointments	9.7%	7.1%	16.6%	16.3%
Telephone Calls	10.2%	9.8%	12.8%	11.4%
Ave. minutes of Calls	3.1	2.3	2.5	2.4
Scheduled Calls	2.9%	2.9%	0.4%	0.4%
Meetings	13.8%	9.0%	12.6%	19.6%
Ave. minutes of meetings	25.3	16.0	23.8	19.2
Scheduled meetings	44.8%	26.9%	38.0%	45.2%
Frequency of memos per week	3.7	3.4	2.3	3.2

Table 3
Managerial Content Activities
Frequency and Percentage Means

Activity	Frequency	Percentage
Planning/Coordinating	17.0	10
Staffing	6.1	4
Training/Developing	6.4	4
Decision Making/Problem Solving	18.7	11
Processing Paperwork	26.4	16
Exchanging Routine Information	32.2	20
Monitoring/Controlling Performance	11.7	7
Motivating/Reinforcing	7.5	5
Disciplining/Punishing	3.3	2
Interacting with Outsiders	14.7	9
Managing Conflict	3.5	2
Socializing/Politicking	16.4	10

Table 4
Canonical Roots and Correlation Coefficients Between
Canonical Variates and Managerial Behaviors

Behaviors	Canonical Variates	
	I	II
Communication Characteristics:		
Initiated With Subordinates		
Frequency of communication	-.0089	.0007
% face-to-face	.2162	.0540
Ave. minutes of interaction	-.2434	.4007
% Scheduled appointments	-.1772	.5254
% Telephone Calls	.1199	-.0923
Ave. minutes of Calls	-.1719	.2774
% Scheduled Calls	-.1928	.0864
% Meetings	-.1602	.3626
Ave. minutes of meetings	.1398	.0372
% Scheduled meetings	-.1847	.0563
Frequency of memos per week	-.3833	-.1339
Subordinate initiated		
Frequency of communication	-.0054	.0833
% face-to-face	.0333	-.0064
Ave. minutes of interaction	-.4340	.1106
% Scheduled appointments	-.2686	.2184
% Telephone Calls	.1685	.0208
Ave. minutes of Calls	-.0564	.1334
% Scheduled Calls	.0168	.0033
% Meetings	-.2577	.2367
Ave. minutes of meetings	-.0231	.0595
% Scheduled meetings	-.0995	.0741
Frequency of memos per week	-.4488	.1467
Initiated with Superior		
Frequency of communication	-.1123	.2279
% face-to-face	-.0680	-.0223
Ave. minutes of interaction	-.2195	.2534
% Scheduled appointments	-.0530	-.0423
% Telephone Calls	.0175	.0372
Ave. minutes of Calls	-.1591	.1410
% Scheduled Calls	-.1310	-.1076
% Meetings	-.2782	.0986
Ave. minutes of meetings	-.1458	-.0827
% Scheduled meetings	.0179	-.0215
Frequency of memos per week	-.3151	.1434
Superior Initiated		
Frequency of communication	-.1102	.2296
% face-to-face	.0189	.0431
Ave. minutes of interaction	-.0489	.1523
% Scheduled appointments	-.0330	-.0882
% Telephone Calls	.2114	-.0241
Ave. minutes of Calls	-.0819	.1894
% Scheduled Calls	-.2817	-.2827
% Meetings	-.3194	.2794
Ave. minutes of meetings	.0236	.1611
% Scheduled meetings	.1727	.0730
Frequency of memos per week	-.4202	.2188
Communication Distribution Percentages		
External others	.0668	.1593
Subordinates	-.1927	.0523
Superior	-.3431	.0661
Internal others	.1219	-.0548
Managerial Activities		
Planning/Coordinating	.1943	-.0632
Staffing	-.5083	.1143
Training/Developing	-.4269	-.5305
Decision Making/Problem Solving	.0962	-.0254
Processing Paperwork	.1906	-.2806
Exchanging Routine Information	.0573	-.1408
Monitoring/Controlling Performance	-.2239	.5606
Motivating/Reinforcing	.0682	.0187
Disciplining/Punishing	-.1473	.1894
Interacting with Outsiders	-.0909	.0611
Managing Conflict	.2069	.2122
Socializing/Politicking	-.0243	.0914
Canonical Correlation	.999	.989
Asymptotic Chi-Square	976.484	762.407
Degrees of Freedom	720.	658.
Probability Chi-Square	.0001*	.0029*

*p < .01

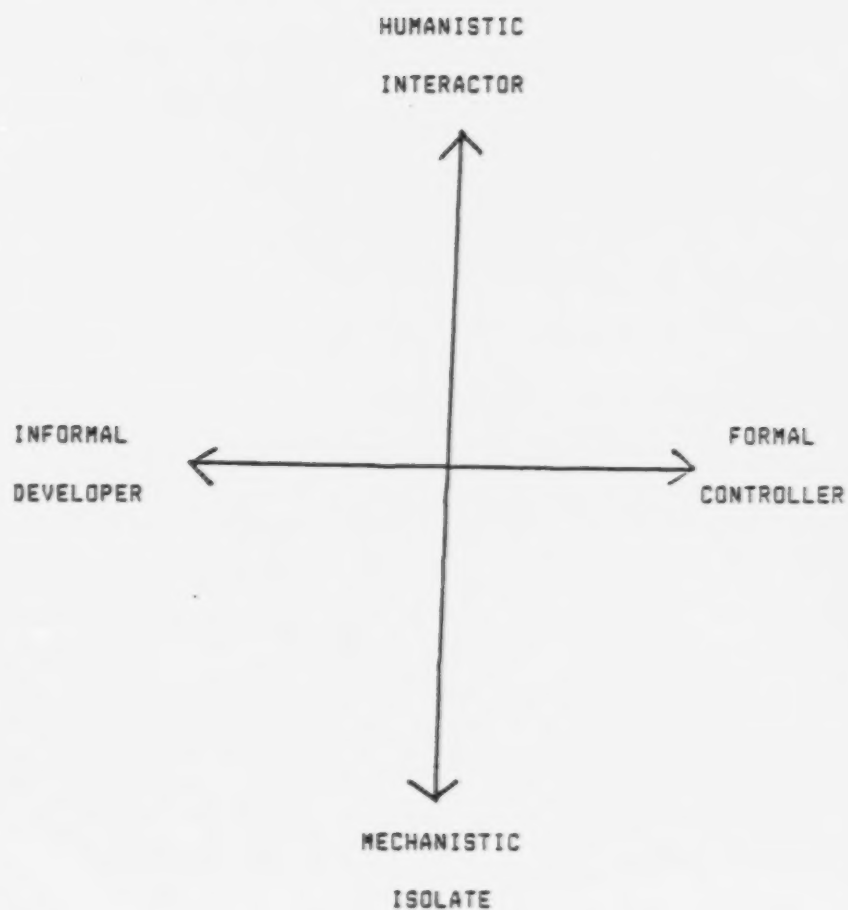


Figure 1: Managerial Communicator Model

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